



Looking to the  
**FUTURE**

2019 ANNUAL REPORT



KEYSTONE  
POLICY CENTER



# ABOUT

For more than 40 years, Keystone Policy Center has worked to inspire leaders to rise above entrenched positions to reach common higher ground. From health to agriculture and energy to education, Keystone has shaped public policy debates at the local, state, and national levels. Keystone's exceptional combination of experience and expertise have led to groundbreaking progress when all other efforts have failed. By objectively analyzing and advising on issues, identifying key leaders and decision-makers, and using the framework of a focused collaborative approach, Keystone has helped leaders craft public policy solutions with significant, lasting impact. Keystone's unique strategy provides a blueprint for policymakers and leaders to address today's most pressing and vexing policy issues with shared, action-oriented solutions.

# SERVICES

## Coalitions & Collaboratives

Keystone thoughtfully manages multi-stakeholder coalitions that bring together key thought leaders, decision-makers, and influencers who forge alliances, make decisions, resolve conflicts, and change the trajectory of challenging issues. Keystone utilizes a diverse array of tools customized to each group's needs to help them develop practical, shared solutions that meet mutually agreed upon goals.

## Public Engagement & Outreach

Collective action requires meeting people where they are. As such, Keystone designs and executes public meetings on every scale — from small focus groups to state and regional outreach — to gather input, share information, and inform public policy decisions. Keystone gives members of the community an active voice in a policy discussion that will often have the most direct impact on them.

## Situation Assessments

Keystone designs and conducts qualitative research – e.g., through interviews, focus groups, and analysis – to identify key stakeholders on a pressing issue, assess the specific opportunities for collaborative problem-solving, and determine any challenges in pursuing joint solutions.

## Policy Development & Strategic Planning

Keystone works with organizations and their constituents to assess the current policy landscape and thoughtfully craft custom roadmaps to achieve progress. Keystone helps stakeholders undertake strategic planning and partnership assessments, conduct internal analyses, offer recommendations to achieve strategic goals, and develop dedicated plans to reach those goals.

## Leadership & Capacity Building

Keystone's customized workshops and other learning experiences help institutions and individuals build skills for effective decision-making that leads to sustainable outcomes within and beyond their organizations. We work across a range of sectors, disciplines, and geographies to provide public-facing organizations (agencies, corporations, schools, etc.) with strategies, techniques, and tools for identifying and engaging stakeholders in mutually beneficial ways.

## VALUES

Keystone is focused on fostering collaborative and sustainable outcomes through the following values:

- Equity and Inclusiveness
- Meeting people where they are
- Civil discourse
- Science and evidence-based decision-making
- Deepening understanding
- Collective Action





Christine Scanlan  
President & CEO  
Keystone Policy Center

## FROM THE PRESIDENT AND CEO

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Keystone Policy Center's mission is to inspire leaders to rise above entrenched positions to reach common higher ground. We have shown for over four decades that enduring solutions are born of collaboration and striving toward shared resolutions. I believe Keystone's mission has never been more relevant or necessary than it is today.

Our talented team leads the field in creating dynamic and impactful advances in energy, agriculture, emerging genetic technologies, health and education sectors, as well as through cross-sectoral programs that focus specifically on creating greater equity and opportunity within the communities in which we work. It has particularly gratifying returning to our past history of working with Native American Tribes with the creation of the American Indian/Alaska Native Program.

We also celebrated the 27th year of honoring leaders who embody the spirit and tenor of Keystone Policy Center's collaborative decision-making and inclusive, bipartisan approach to society's most pressing science and policy related challenges.

We accomplished so much in 2019 thanks to our talented team at Keystone, our Board of Trustees and Energy Board, and our generous supporters. Thank you for everything you do to ensure we can continue to inspire leaders to reach common higher ground, now and into the future.



## FEATURED PROJECTS

### Aurora Public Schools Blueprint, Education Leadership Council Among Keystone Education Initiatives

Keystone was tapped by the Office of the Colorado Governor's Education Leadership Council (ELC) to enact a vision from the State of Education report, which was developed by the ELC and serves as a "roadmap for educators, policymakers, business and community leaders, and others to identify ways to drive our system forward, together."

Keystone convened and facilitated meetings of the ELC, conducted stakeholder outreach and engagement, deployed communications to share the work of the ELC and developed a program to empower innovative approaches at the school, community and district or regional level to advance the priorities of the ELC.

Keystone was also commissioned by Aurora Public Schools to lead a multi-phase stakeholder engagement process as part of the "APS Blueprint" strategy, which is a comprehensive, long-term educational and facilities plan. APS leadership previously identified the opportunity for various regions of the District to develop specializations that draw on the unique assets, communities, opportunities and needs within each of the seven regions and across the district.

Keystone facilitated meetings of research development teams in each of the seven regions to discuss specializations that fit these criteria and the needs of students. As a result, the research development teams are creating proposals for three potential specializations based on a framework Keystone developed and will then present those proposals to a District committee.



## FEATURED PROJECTS

### Keystone Leads Initiatives on Energy, Mental Health, and Education for Tribal Communities

Keystone convened a summit of tribal and business leaders in Tulalip, Washington to discuss the different ways these leaders can address legal jurisdictions and governing decisions related to energy development on or adjacent to tribal land. The summit explored what opportunities are available for industry and tribes to engage more effectively and structure or environment is needed, or can be created, to support proactive dialogue.

Keystone also conducted a series of mental health listening sessions with the office of the Lieutenant Governor in Southwest Colorado. The series opened a dialogue among state officials, tribal members, nonprofit organizations, local government and education leaders, and the public about issues related to mental health. The listening sessions were conducted at the Southern Ute Indian Reservation and at Montezuma-Cortez High School, which was attended by Lieutenant Governor Dianne Primavera, and led to direct support mental health initiatives in Southwest Colorado.

Keystone also partnered with the Ute Mountain Ute Tribe to assist in the development creation of a K-2 grade education program and framework within the Ute Mountain Ute reservation and community. Keystone facilitated community engagement for the Tribe to seek feedback on numerous issues such as where to locate the school and how to engage elders to incorporate tribal history and language into the curriculum. The Ute Mountain Ute Tribe Charter School is geared to be first Tribal Charter School in Colorado.



## FEATURED PROJECTS

### Keystone Hosts International, Regional Forums on Gene Editing



Keystone hosted the third gathering of the signature CRISPRcon forum in Wageningen, Netherlands, marking the first time the event has been hosted internationally. Keystone also hosted its first regional CRISPRcon event, CRISPRcon Midwest, in Madison, Wisconsin. Both events brought CRISPRcon to new audiences and allowed the forum to focus on those issues relating to gene editing that are relevant to those audiences.

Keystone also partnered with the Innovative Genomics Institute at the University of California, Berkeley, and the Initiative on Science, Technology and Human Identity at Arizona State University to host a free symposium that explored challenges — and possible paths forward — for public participation in the future of heritable genome editing.

The event involved bioethicists, religious leaders, patient advocates, disability advocates, scientists, international policymakers and more.

## FEATURED PROJECTS

### Funding Colorado's Water Plan



Water is critical to the future of Colorado and pressures for how water is managed throughout the state will only increase. Keystone facilitated a diverse set of leaders convened by Gates Family Foundation and Walton Family Foundation to work to identify a viable strategy for securing funding and implementation of Colorado's Water Plan. As the initiative, called For the Love of Colorado, begins implementing its strategy, Keystone is serving as the fiscal sponsor for the broader effort and has helped guide the group through a successful legislative session that both secured additional general funding for water and tied revenue generated from potentially legalizing sports betting in the state to water projects. The next steps for this work will include a statewide public awareness campaign about the importance of water to all of Colorado and further work toward a ballot initiative to fully close the funding gap presented by the water plan.





# KEYSTONE LEADERSHIP AWARDS

Since 1994, the Keystone Policy Center has proudly honored exemplary leaders and decision-makers who embody Keystone's mission in action. Honorees are selected for their leadership, vision, outstanding problem-solving skills, and efforts to seek collaborative solutions to challenging issues.

## 2019 Keystone Leadership Awardees:

- Senator Lisa Murkowski, U.S. Senate (R-Alaska)
- Thomas R. Kuhn, President, Edison Electric Institute
- Bianna Golodryga, Contributor, CNN
- Luis Benitez, Vice President, Government Affairs & Global Impact, VF Corporation (Former Director, Colorado Office of Outdoor Recreation Industry)

Shelby Coffey III, a member of Keystone's Board of Trustees and Vice Chairman of The Newseum, moderated an insightful conversation at the awards event. The honorees discussed collaborative leadership, overcoming gridlock and polarization, and reaching common higher ground while solving complex policy challenges.



## FINANCIALS

### Consolidated Statement of Financial Position

#### CURRENT ASSETS

Cash and cash equivalents	\$ 370,127
Contracts receivable, net of allowance for doubtful accounts of \$1,399	285,555
Promises to give	25,000
Prepaid expenses and other current assets	81,147
Total current assets	761,829
Property and equipment, net of accumulated depreciation	1,107,851
Total assets	\$ 1,869,680

#### LIABILITIES & NET ASSETS

##### Current liabilities

Accounts payable and accrued expenses	\$ 158,841
Bank loan, short-term portion	18,113
Deferred revenue	341,232
Deferred rent	10,603
Total current liabilities	528,789
Long-term liabilities	
Bank loan, long-term portion	149,437
Total liabilities	678,226

##### Net assets

Without donor restrictions:	
Invested in property and equipment, net of related debt	940,301
Undesignated (deficit)	(477,522)
	462,779
With donor restrictions:	
Purpose and time restrictions	728,675
Total net assets	1,191,454
Total liabilities and net assets	\$ 1,869,680

## FINANCIALS

### Consolidated Statement of Activities

	Without Donor Restrictions	With Donor Restricted	Total
<b>Revenue and Support</b>			
Program revenue	\$ 2,381,455	\$ —	\$ 2,381,455
Contributions	214,191	1,491,768	1,705,959
Fundraising revenue, net of \$103,634 direct benefit to donors	262,490	—	262,490
Rent income	45,747	—	45,747
Interest income	6,680	—	6,680
Netassets released from restrictions	988,393	(988,393)	—
Total revenue and support	3,898,956	503,375	4,402,331

### Expenses

Program services	3,433,854	—	3,433,854
Administrative	648,614	—	648,614
Fundraising	206,475	—	206,475
Total expenses	4,288,943	—	4,288,943
Change in NetAssets	(389,987)	503,375	113,388
Net Assets, Beginning of Year	852,766	225,300	1,078,066
Net Assets, End of Year	\$ 462,779	\$ 728,675	\$ 1,191,454



## SUPPORTERS

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### \$50,000+

Altria  
Bayer  
Consumers Energy Company  
CPS Energy  
Corteva  
FedEx  
Gates Family Foundation  
Grantham Foundation  
JTI Leaf  
Phillip Morris  
Plantum  
RAI  
The Wilderness Society  
Walton Family Foundation

### \$25,000 - \$49,999

Alliance One International, Inc.  
Almond Board of California  
Covanta Energy  
Dentons USLLP  
Duke Energy  
Edison Electric Institute  
Editas Medicine  
Genus PIC USA, Inc.  
ITC Holdings  
New Ventures Fund  
OCP Research LLC  
United Soybean Board  
Pfizer, Inc.  
Project Apis M  
Rockefeller Family Fund

Syngenta  
Universal Leaf  
Walmart  
Xcel Energy Services

### \$10,000 - \$24,999

Aldevron LLC  
Biotechnology Innovation Organization  
Connect for Health Colorado  
David Cox  
Dominion Energy  
Dow International  
Exelon  
Florida Power & Light Company  
Google LLC  
Lime Energy  
National Grid  
National Pork Board  
Natural Resource Defense Council  
Navigant Consulting  
Netsync Network Solutions  
PepsiCo  
Resources Legacy Fund  
Robert and Nancy Downey Foundation  
Scott Madden, Inc.  
Southern Company  
Thompson Coburn LLP  
University of California Berkeley Veto  
Pharma  
Van Ness Feldman LLP

### \$5,000 – \$9,999

Agricultural Retailers Association  
American Beekeeping Federation  
American Gas Association  
Bprvisie Verhuur B.V.  
ComEd  
Dede Hapner  
Edward Gabriel  
Electric Power Supply Association  
Gibson Dunn Crutcher LLP  
Illinois Soybean Association  
Integrated DNA Technologies, Inc.  
Mitsui Chemicals Argo, Inc.  
Paula Gold- Williams  
Promega Corporation  
RMP Foundation  
Rose Community Foundation  
The Nature Conservancy  
University Research Park, Inc.  
U.S. Dept of Agriculture  
Wisconsin Alumni Research Foundation  
William S. Scherman





## SUPPORTERS

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### \$1,000 - \$4,999

Alliance for Market Solutions  
Allyson Anderson Book  
American Seed Trade Association  
American Soybean Association  
Arrowhead Pharmaceuticals, Inc.  
Barclays  
Beverly Marshall  
BioForward Wisconsin  
Blaylock Van, LLC  
Center for Climate & Energy Solutions  
Citi  
Colorado Wild & Scenic Rivers  
Cornell Alliance for Science  
Daniel Hartman  
Daniel Weisberg  
David Conrad  
David I. Greenberg  
David McLaughlin  
Deborah Nease  
Eastern Apicultural Society  
Estrada Hinojosa & Company  
Field Watch, Inc.  
Florida Fruit & Vegetable Association  
General Mills  
Gerald A Steiner  
Healthy Healing Enterprises LLC  
Heinrich-Heine  
Hilltop Securities  
J.H. Findorff & Son, Inc.  
James Romine  
John Rainbolt

John Shelk  
Keira Havens  
Kevin Klustner  
KWS SAAT SE  
Maria Korsnick  
McKee, Voorhees & Sease PLC  
Michael Doane  
National Corn Growers Association  
Navista The Public Affairs Group, Inc.  
Paul Jarris  
Pew Charitable Trusts  
Pfizer Foundation  
Pheasants Forever  
RBC Capital Markets LLC  
Research Institute for Fragrance Roy  
Schwitters  
Shelby Coffey III  
Shelley Fidler  
Siebert Cisneros Shank & Co. LLC  
Smart Electric Power Alliance  
Strada Education Network  
Sundt Construction Inc.  
Susan Tierney  
Tilghman Naylor  
TJ Raymond Family  
Tualatin Valley Beekeepers  
U.S. Apple Association  
U.S. Canola Association  
VIB VZW  
VITA Limited

WCG WRB-Copernicus Group, Inc.  
Wells Fargo  
William H. Danforth  
XL Hybrids

### Up to \$1,000

Alexander Perera  
Aponte Public Affairs, Inc.  
Arthur Caplan  
Bruce Harris  
Carrie Houtman  
Charles Manlove  
Christopher Porter  
Clinton Vince  
Dadant and Sons  
Dan Cohen  
David J. Goldston  
David Rusinak  
Donald J. Thomas Jr.  
Doyle Karr  
Foundation for the Preservation of Honey Bees  
Gerald Hayes  
Gerome Gudauskas  
Glenn Prickett  
Jane Delgado  
Jason Hartke  
Jefferson County School District  
Jeremy Voge  
John Bowman



## SUPPORTERS

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### Up to \$1,000 cont.

John Echohawk  
Julie Young  
Karen Carter Peterson  
Kerry McNamara  
Kevin Patterson  
Mickelberry Gardens LLC  
Mitch Jackson  
Morgridge Institute  
National Consumers League  
National Pesticide Safety Education Center  
Pam Strifler  
Propolis Project LLC  
Robert Brenner  
Robert Jones  
Robert Kenney  
Rockwood Park BackyardBeekeepers  
Sally Greenberg  
Scott Puccio  
Scott Vitters  
Sean Parish  
Sharon Valois  
Sue D. Sheridan  
Summit Association of Realtors  
Summit Music and Arts, Inc.  
Susan Tomasky  
Susie Feliz  
Taryn Gurgol  
Terry Craig  
Tessa Hill  
The Kresge Foundation  
Tom Sheldon  
Willie Phillips

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